

Bus. Admin.
Lib.
*HD
9703
U52W5

BUS. ADMIN.
LIB.

W&B



THE *First*
100 YEARS
WHITMAN & BARNES

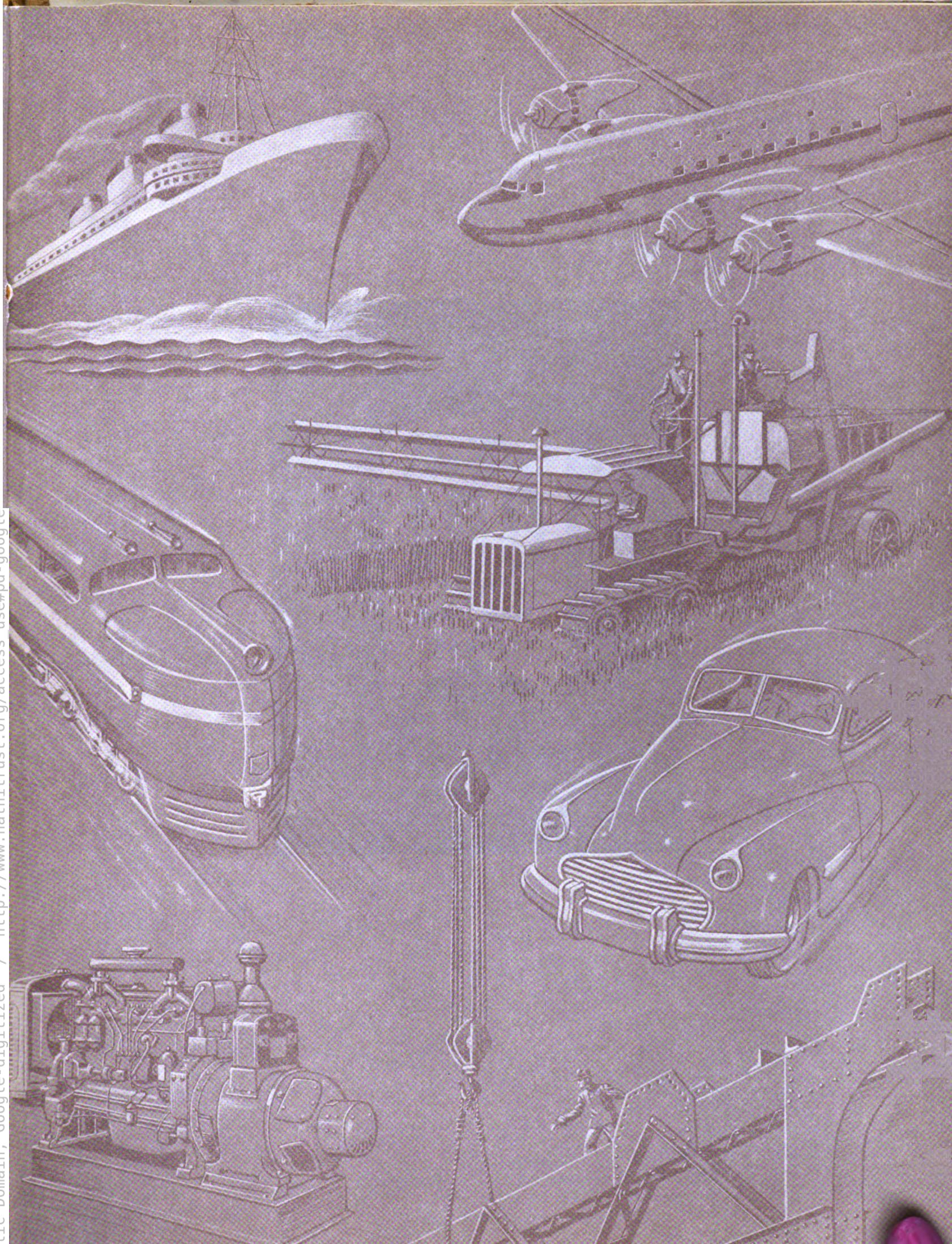
"Makers of Fine Tools Since 1848"

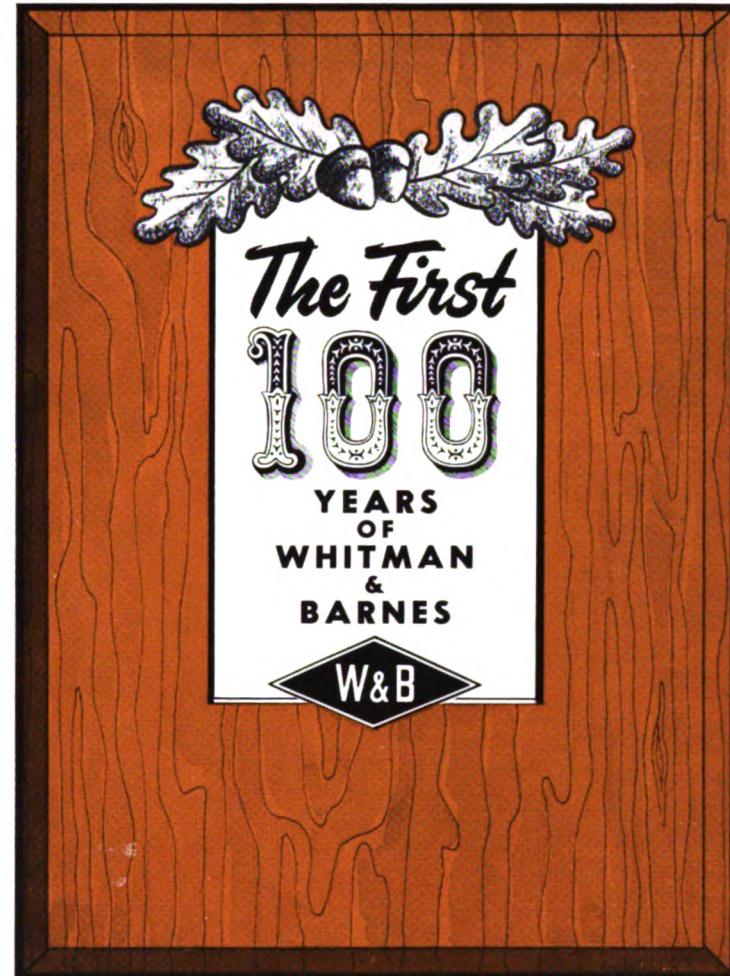


THE LIBRARY
OF
THE UNIVERSITY
OF CALIFORNIA
LOS ANGELES

GIFT

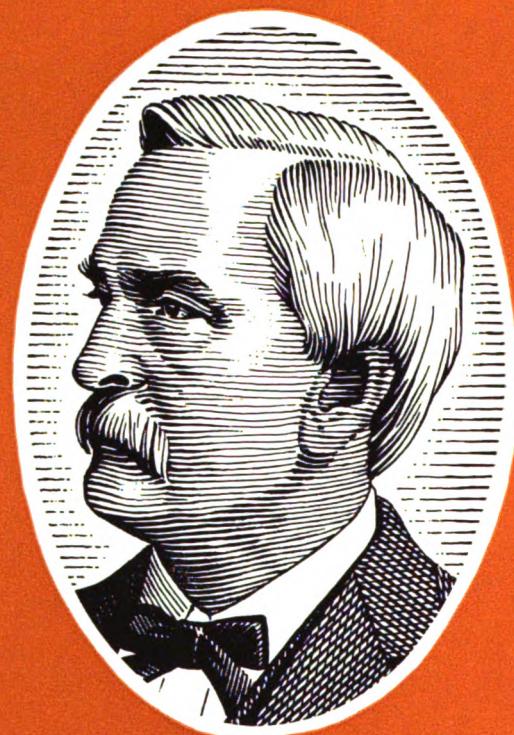
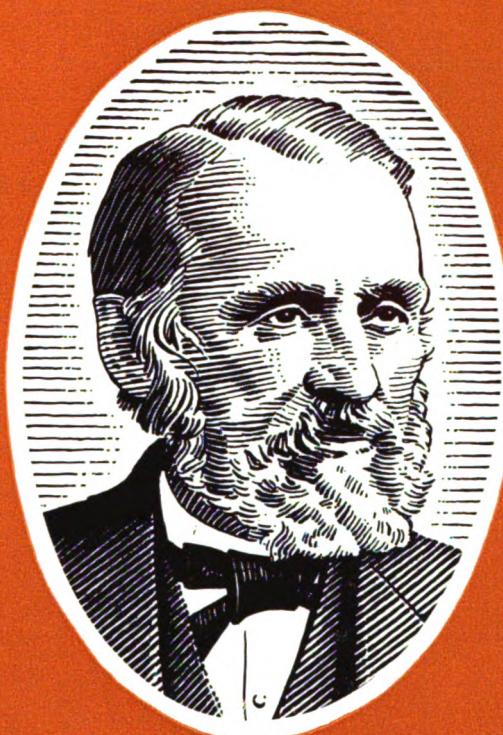
Dr. Jean S. Felton





Library
Graduate School of Business Administration
University of California
Los Angeles 24, California

THE FOUNDERS OF WHITMAN & BARNES



AUGUSTUS WHITMAN

PRESIDENT

1854 — 1879

GEORGE BARNES

PRESIDENT

1879 — 1885



Bus. Admin.

Library

*HD
9703
U52W5



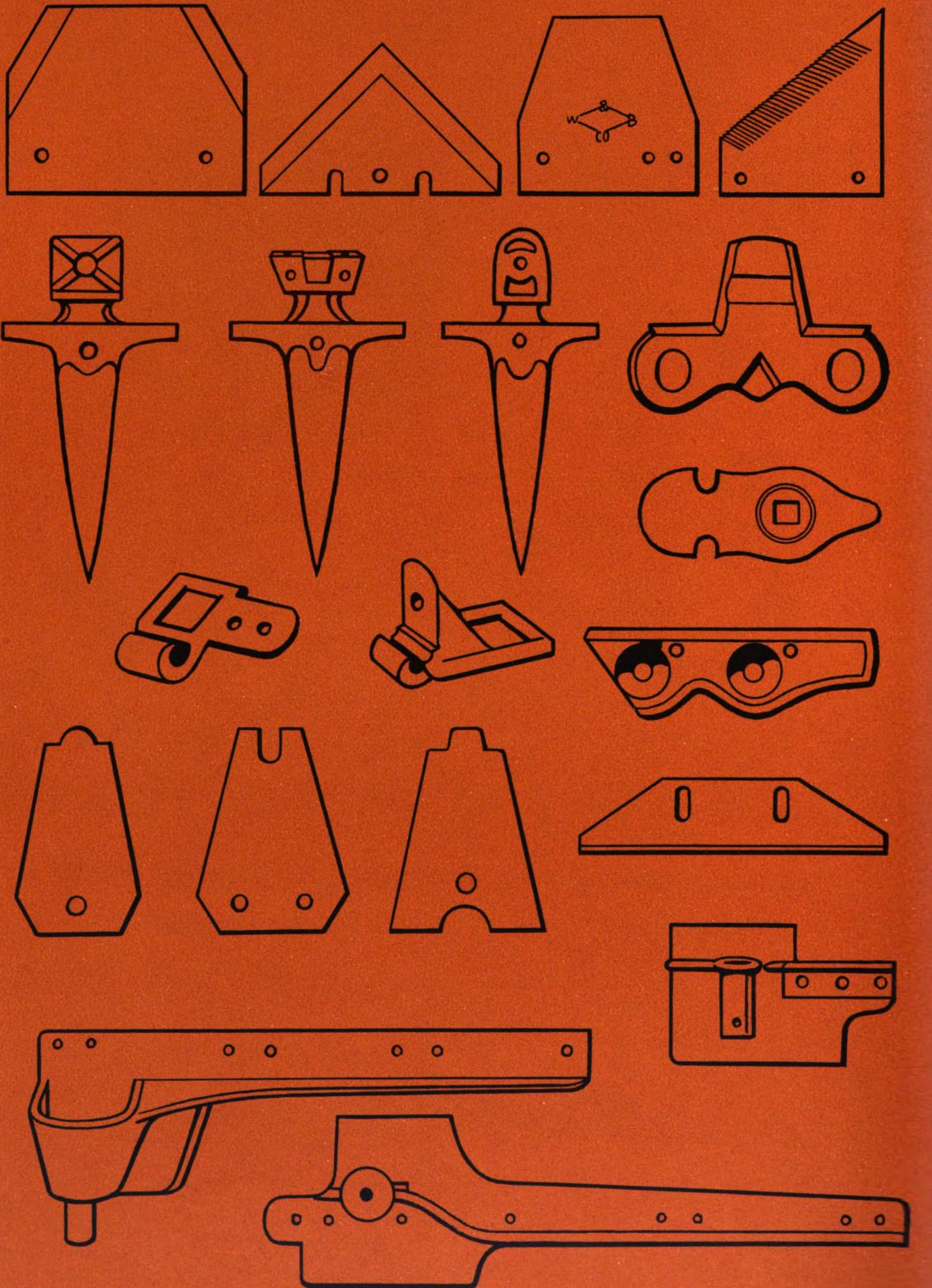
Foreword

In a nation which itself is only 172 years old, the attainment by any business house of its one hundredth anniversary is an event of much more than ordinary significance. We of Whitman & Barnes are proud that our company has endured for one hundred years.

In this account of the highlights of our history, full credit is given to our illustrious forebears who founded Whitman & Barnes and who guided it through its early years of destiny. To them, and to our loyal and devoted family of employees, and customers of yesterday and today—we dedicate this centennial booklet. It is a record of accomplishments which will inspire us to even greater efforts in the future.



968056



THE STORY OF WHITMAN & BARNES

1848 - 1948

A CENTURY OF SERVICE



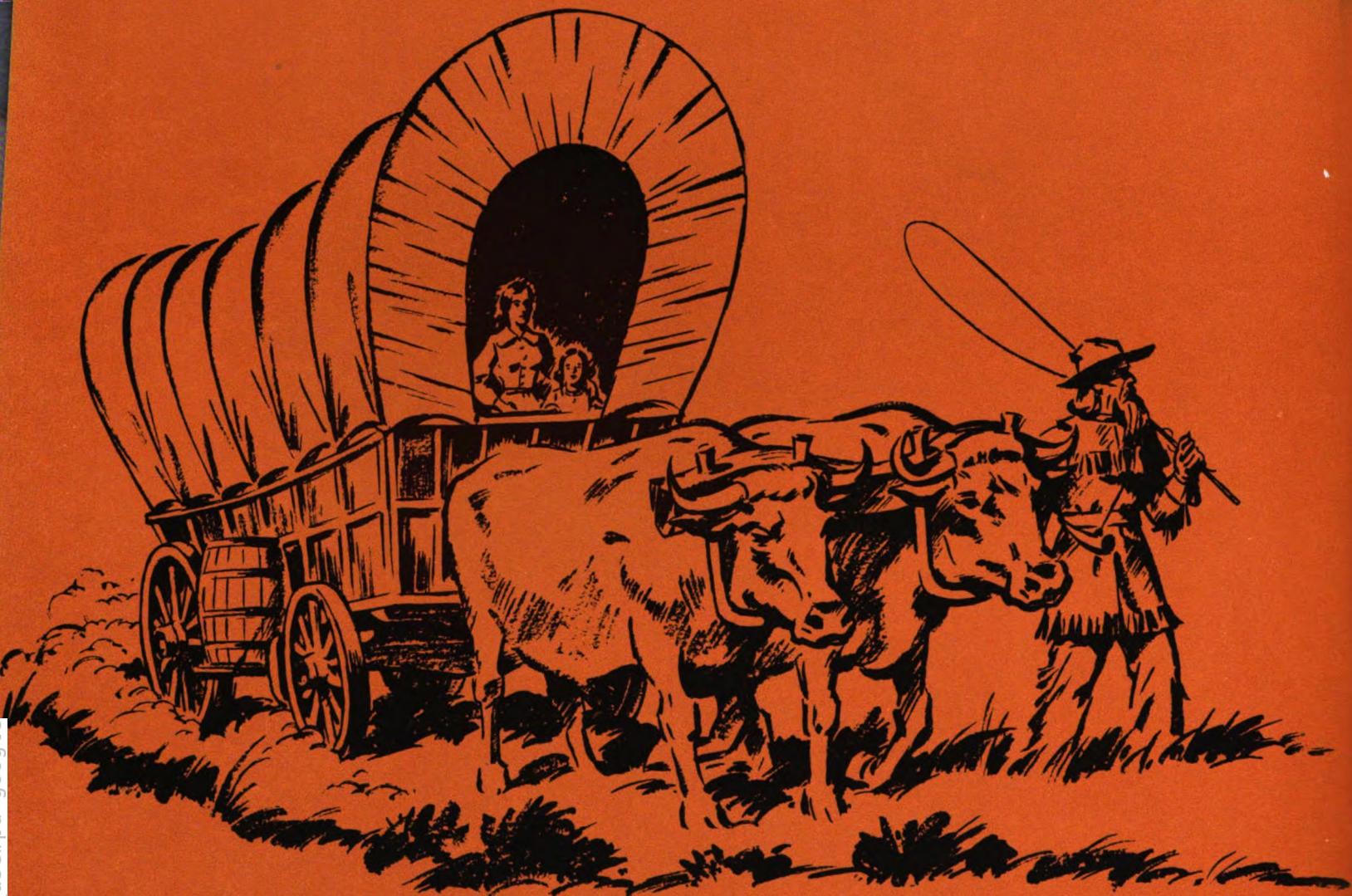
The Beginning

New England in 1848 had already achieved near-domination of the vibrant and growing industrial economy of the United States. It was a world of horses and buggies, but the portentous rumblings of the great industrial future were daily growing more audible when Albert Page of Fitchburg, Massachusetts, set himself up in the business of manufacturing knives and other cutting tools. He could scarcely then have foreseen the century-long stream of events he was setting in motion.

These were the early days of the long and illustrious reign of Victoria, Queen of England and Empress of India. It was in the administration of President James K. Polk. The war with Mexico had just ended. The first "Women's Rights" convention took place. The whole world was astir!

In 1854 Albert Page was joined by Augustus Whitman, successful New England hardware dealer, and the firm of Page, Whitman & Company, continuing what had started six years before, devoted itself to the manufac-

Early products—harvesting knives and attachments for reapers and mowers.



6

ture of edged tools, planing knives, drawing knives and chisels. Now the tide of migration toward the west was in full flow. The gold rush of 1849 was already history.

In 1856 Albert Page withdrew from the company and his interest was acquired by the Honorable Eugene Miles, one-time mayor of Fitchburg. The Whitman & Miles Manufacturing Company emerged. In the same year, Cyrus Hall McCormick, who had first put his great invention on the market in 1840, sold 4,000 McCormick reapers to American farmers. Sensing the opportunity available, Whitman & Miles concentrated upon the manufacture of harvesting knives for the reapers and mowers of McCormick and others, employing the finest quality steel of the day, brought from Sheffield, England.

But Whitman & Miles were not long to be allowed unchallenged domination of the harvesting knife business. In nearby Syracuse, the English-born George Barnes had established his own mower knife business and by 1870 achieved the position of principal competitor of the Whitman & Miles Manufacturing Company.

The Merger of Whitman & Barnes and the Move to Akron:

As the greatly troubled decade of the 1860's wore out its painful way, and with



1854—Westward migration.

1840—Cyrus Hall McCormick's first reaper.

the anguishing years of the war between the States finally over, the United States at last had achieved its true destiny: a great, solid and unified world power—"The Birth of a Nation."

Throughout the world great developments moved on apace. Everywhere trade was expanding. Small businesses were combining together under single managements. The industrial growth of the great Middle West was rapidly gaining momentum.

Whitman & Miles had taken over the Farwell Scythe Works at Fitchburg, and had built a knife works in Akron, Ohio. The business of George Barnes in Syracuse was prospering. The two companies were drawn inexorably to the decision that a merger of their operations would lead to even greater successes. In 1877, the consolidation was consummated, and out of it came the Whitman & Barnes Manufacturing Company.

The new company widely proclaimed its aim and objective to be "to produce the best tools, from the best stock, with the best skilled labor." In Akron and in Syracuse, mower and reaper knives, sickles, cutter bars, guards, guard plates, sections, spring keys and cotters were produced in vast quantities, and found a ready, receptive market.

A year before the merger of 1877, the Honorable Eugene Miles, partner of Augustus Whitman in the early days at Fitchburg, had passed away. The plant at Fitchburg was sold. Akron and Syracuse had become the princi-

pal bases of operation. In 1878, a new unit was added at Canton, Ohio, through the purchase of the knife business of Ballard, Fast & Co. The Whitman & Barnes Manufacturing Company was well on its way to becoming the largest knife works in the country.

In 1879, the year in which Thomas Edison invented the incandescent lamp, Augustus Whitman retired from active participation in the business. A year later, this senior partner of the establishment so proudly bearing his name was killed when thrown from his buggy as his horses bolted through an apple orchard on his farm. Mr. George Barnes, the junior partner, took over active management of the company.

The Golden Age:

As the decade of the 1880's dawned, Whitman & Barnes forged steadily ahead. Now it was placing some of the largest orders for section steel—over 1,500,000 pounds a year! A branch factory had been established at St. Catherines, Ontario, through the purchase of the thriving Canadian mower knife manufacturer, Collinson, Burch Co. Samuel Collinson, English-born and English-trained steel man, became managing director of the St. Catherines plant.

Events rushed on. By the acquisition of the knife making equipment of Long & Allstatter Co. of Hamilton, Ohio, and the Star Manufacturing Co. of Carpenterville, Illinois, Whitman & Barnes further extended its growing business. Additional land was pur-

chased in Syracuse to provide for the manufacture of drop-forgings, steel punches and cold chisels. By 1882, the company had become the world's largest manufacturer of harvesting knives, with factories in Akron, Ohio; Syracuse, New York; Canton, Ohio, and St. Catherines, Ontario; and branches in New York, Boston, Philadelphia, Cincinnati, Chicago and Kansas City.

By this time 40,000 reapers a year were being manufactured in the United States, thousands of miles of railroad track were laid. Whitman & Barnes supplied the knives for the reapers and drop-forgings for the railroads. Additions were constantly being made to the factory buildings, new and better machinery installed in the shops.

The Gay Nineties—

The Mauve Decade:

At the head of the company was now Col. A. L. Conger of Akron, who had succeeded to

1877—*The name "Whitman & Barnes Manufacturing Co." was adopted.*



the presidency when George Barnes retired. Col. Conger was a very colorful figure—handsome, elegantly bewhiskered, impressive in speech and manner. He ran the company in a manner characteristic of his own personality and the age in which he lived.

Much impressed, the contemporary Akron *News* thus described his office in the Whitman & Barnes plant: "Undoubtedly one of the most elegantly finished and furnished in the city. . . . The ceiling is beautifully and tastefully frescoed, the walls are covered with a rich, heavy, hand-finished and highly embossed paper of tasty design and durable colors, the woodwork is of solid oak, carved just sufficiently to be artistic. . . . The center of the floor is covered with an elegant carpet of a rug pattern, an exact facsimile of the carpet which Vanderbilt, the monopolist, has on his dining room floor."

The continuing industrial growth of the American Middle West saw small communities almost overnight become large cities. Akron now boasted a population of almost 30,000 persons. Whitman & Barnes had achieved world-wide acclaim and preeminence. A contemporary trade publication described its products as "a class of goods which is acknowledged throughout the civilized world to be the best and most perfect . . . at all the great exhibitions and fairs the Whitman & Barnes knives and sickles have been awarded the palm of superiority, and today the company ranks as the largest of its

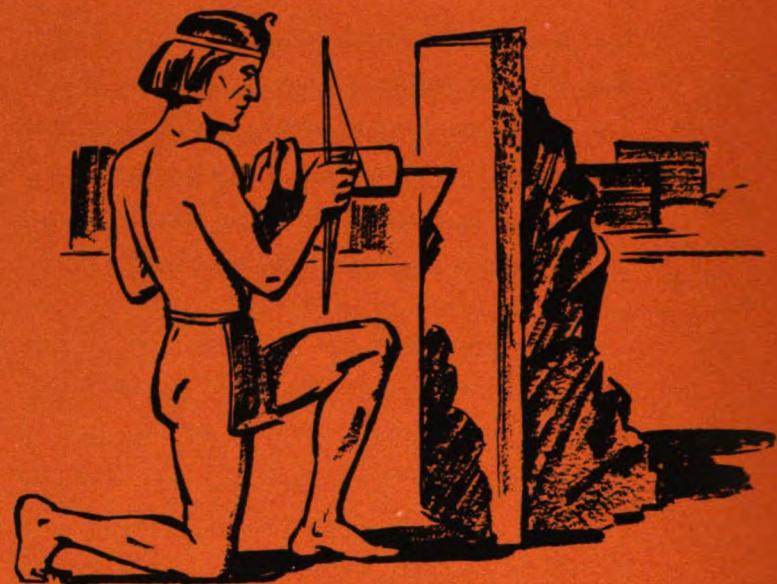
kind, not only in America, but in the world . . . farmers even in far off Africa prefer Whitman & Barnes knives and sickles to all others."

Industry and agriculture had in truth gratefully and eagerly taken up the company's products. Export business had grown large enough to support houses in New Brunswick, London, Paris, Stockholm, Breslau, Copenhagen and Vienna. At home, the company had bought five jobbing and distributing firms: Vant, Cook & Parkhurst in Chicago; The Western Supply Co. in Cincinnati; English Brothers in Kansas City; L. Stew & Co. of Peoria; and Meyer & Co. of Auburn, New York. The Canton, Ohio, plant of Transue, Armstrong & Co., makers of thresher teeth, had been taken over.

Was it Whitman & Barnes the exuberant Akron writer had in mind when he wrote

1879—Thomas Edison invented the incandescent lamp.





these proud words?: "New England has held the scepter of commercial supremacy, unmerited, uninherited, long enough. It is trembling in her palsied grasp. We are wrenching it from her, finger by finger."

But the lush days of the late 1880's and early 1890's were not to last. In 1893 and 1894 a great depression struck the country. Hundreds of banks and scores of railroads failed. Whitman & Barnes suffered its share of the agonies of the times and, to make matters worse some of the larger farm implement makers themselves took over the production of knives and sickles. The company was still concentrating on the knife, sickle and section business and had acquired a new factory in West Pullman, Illinois. However, developments in the next two decades were to prove that the acquisition in 1891 of the Diamond Drill and Tool Company of Akron really opened the door to the great future which lay ahead. Although it was not fully foreseen at the time, twist drills ultimately were destined to become the backbone of the company's future and the keystone of its further growth.

Twist Drills:

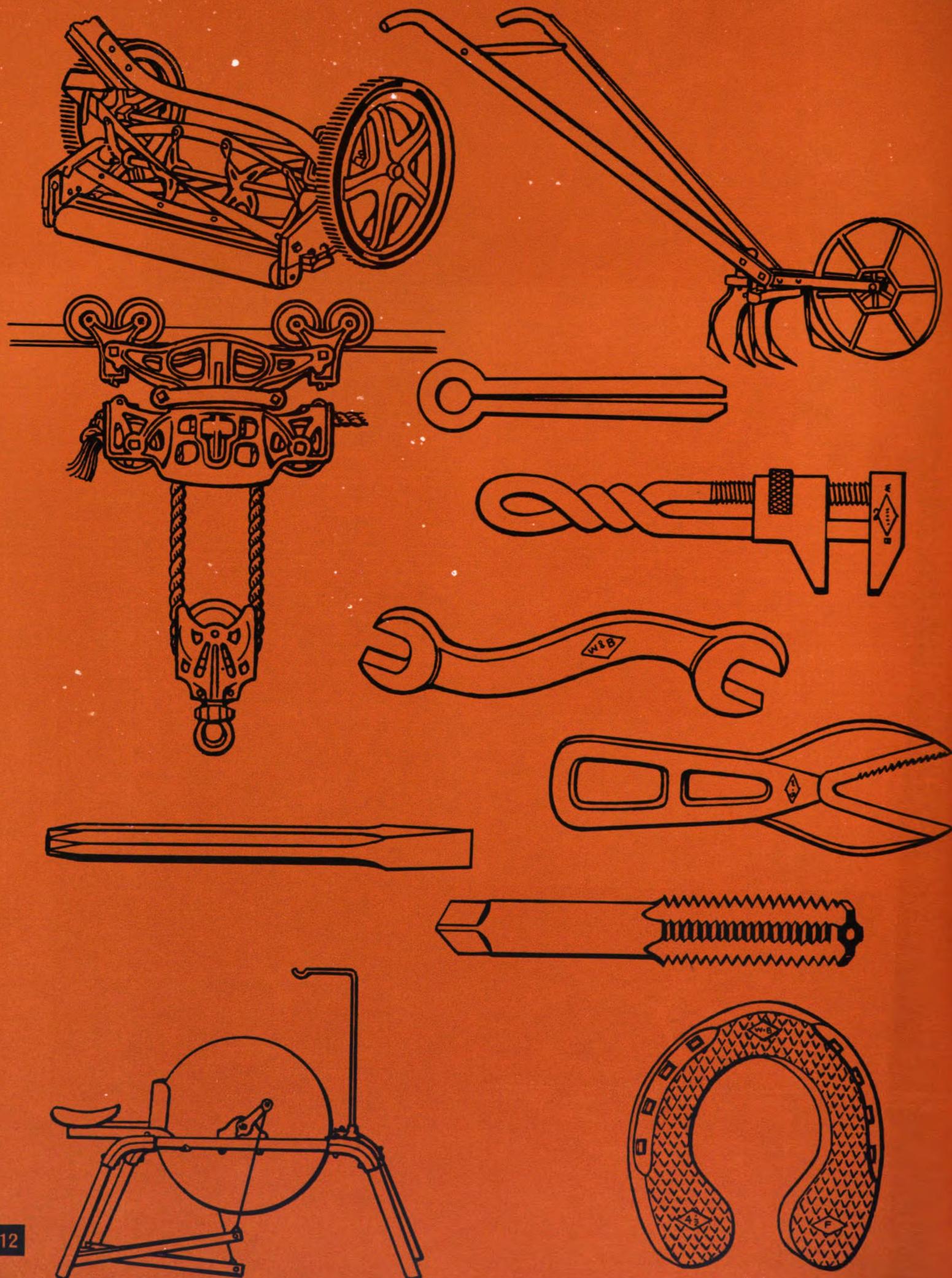
Ever since the Stone Age men have known how to drill holes in wood, at first with flint tipped shafts rotated by hand, later with bow-



 Since the Stone Age, men have known how to drill holes.

drills, used in Egypt six thousand years ago. In the early eighteenth century the French were drilling holes in iron on small lathes—but as late as 1850 drills were made from square or rectangular bars of steel. The cutting edge was forged flat on two sides, ground to approximately the right diameter, and sharpened by hand on a grindstone. These crude tools simply scraped away the metal—they did not cut it. It was necessary constantly to remove the tool to clear away the scrapings. Presently improvement came with the development of a flat drill which was twisted while hot into a spiral shape. In about 1863 there were produced the first spiral-flute milled drills, designed to carry the chips away from the cutting point. At about the same time manganese and other alloys were discovered, making it possible to impart much greater hardness to the pure carbon steel.

This development quickly brought great advances in the cutting properties of the drills and substantially lessened the amount of driving power required. Drills were now being turned on lathes, the spiral flutes milled out of the solid stock. But the radial clearance was still provided by hand filing or grinding, and hardening and tempering were judged by eye and instinct. As the nineteenth century neared its end, Whitman & Barnes, through the acquisition of the Diamond Drill and Tool Company, and not without some reluctance, gradually began the de-emphasizing of knife manufacturing and the build-up of the tool business which was to assure and dominate the company's future.



The Dawn of the Twentieth Century:

In the early 1900's already more than fifty years old, Whitman & Barnes had centered its operations in Akron, St. Catherines and West Pullman. I. C. Alden, who had assumed the presidency, in 1897, when Col. Conger retired, kept the company alert and stimulated its initiative. New products were sought and exploited—among them lawn mowers and hay carriers. Much effort was devoted to experimenting with rubber goods—solid carriage tires—belting. For a time Harvey S. Firestone, Sr., founder of the great Firestone Tire and Rubber Company, directed the manufacture and sale by Whitman & Barnes of a special carriage tire—the future of which Mr. Firestone clearly foresaw but Whitman & Barnes did not.

These were the days of George Dana, a Harvard graduate, the first college educated

man to become president of the company, successor to I. C. Alden at the head of Whitman & Barnes. Following Mr. Dana, came Charles E. Sheldon, who had started with the company as mechanic, and had gone on to be superintendent of works, general manager, treasurer, director and president. Manager of the West Pullman Works was A. D. Armitage, who had started with Whitman & Barnes in 1892.

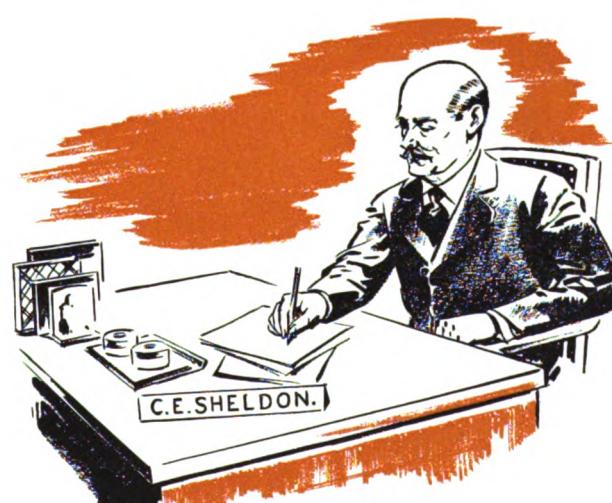
Detroit Twist Drill Company:

Detroit, in 1891—the same year that Whitman & Barnes had bought the Diamond Drill and Tool Company—saw the beginning of The Detroit Twist Drill Company, destined in thirty-five years to become one of the principal constituent parts of the Whitman & Barnes of today. Originally an outgrowth of the Graham Company, makers of the then

George Dana—the first college man to become president.



Charles E. Sheldon—from mechanic to president.



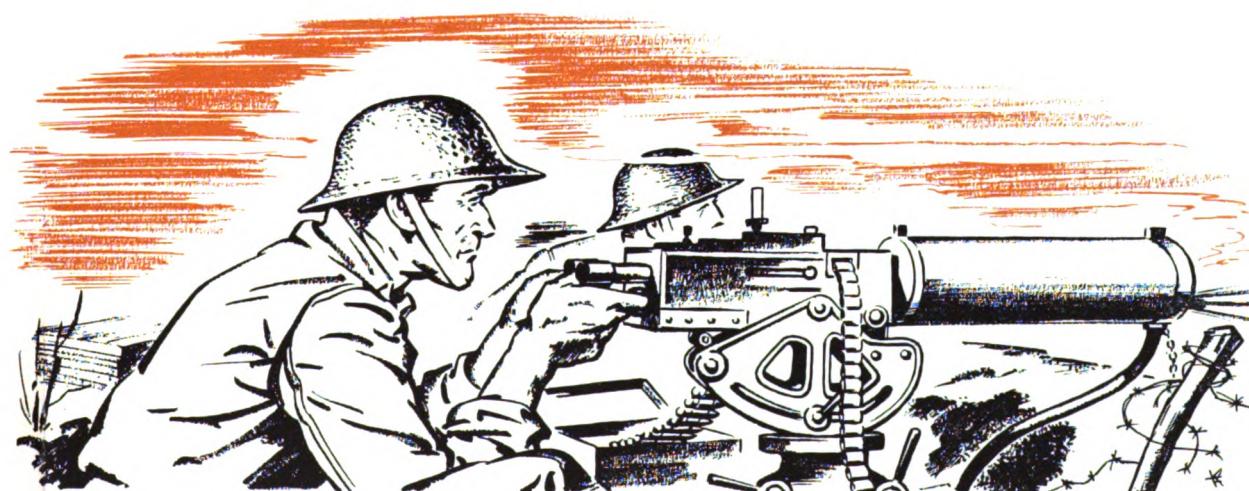


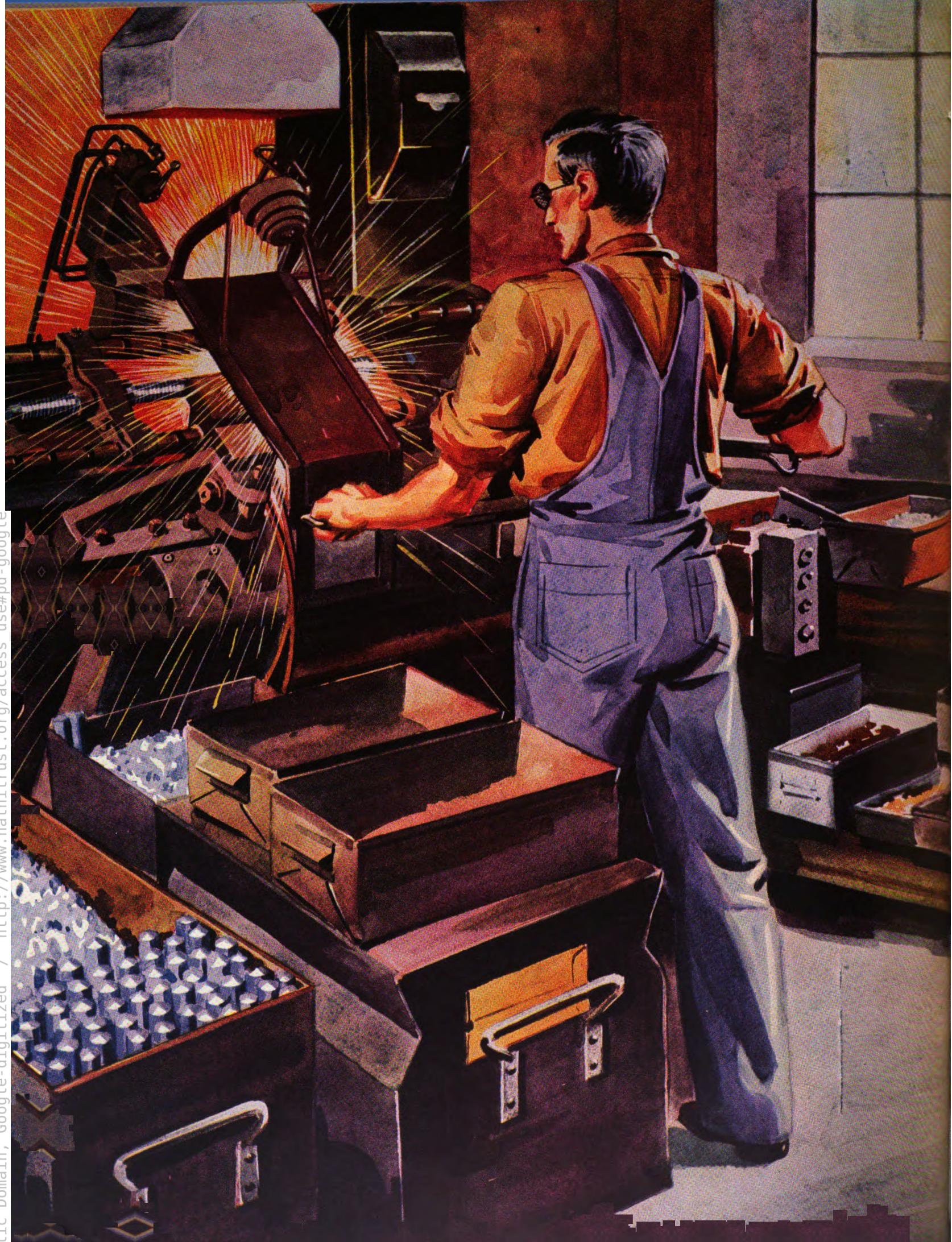
famous Graham chuck, Detroit Twist Drill Company had a small plant on Mt. Elliott Street, and employed about twenty-five men. Emphasis, from the very beginning, was placed on drills. In the early days the finished product was often delivered by messengers on bicycles. Nathan G. Williams headed the company, until, in 1909 he sold out his controlling interest to a group of Detroit business men headed by Neil Snow, the famous and beloved athlete of the University of Michigan—the same Neil Snow who, in the first Rose Bowl game, in 1902, scored five touchdowns for Michigan against Stanford! In 1914, struck down in the prime of life, Neil Snow died of a heart attack and was succeeded as president by his brother Muir B. Snow, who ran the Detroit Company until, in 1926, it was merged with Whitman & Barnes.

World War I:

Charles E. Sheldon, who had first come with the company in 1867, was President of Whitman & Barnes from 1902 to 1915, and Chairman of the Board of Directors until his death on April 30, 1923. He, and A. B. Rinehart (1915-1917) and A. D. Armitage (1918-1922), his successors as President, witnessed the phenomenal growth of the automobile and rubber industries, the vast developments in the uses of electricity and the beginning of aviation. They saw Akron become the rubber center of the world, Detroit the automobile center. But all of these changes, and the tremendous advancements in the mechanization of industry were, in the last six years of Mr. Sheldon's life, to be completely eclipsed by the herculean efforts brought forth by World War I.

World War I





Whitman & Barnes at Akron and the Detroit Twist Drill Company, throughout World War I turned out tools in quantities never before imagined. The degree of mechanization experienced in the war far exceeded anything previously recorded in military annals, and stimulated the efforts of not only the industries engaged directly in producing implements of warfare, but led also to a very great expansion throughout the industrial world.

For two years after the Armistice of 1918, the industrial boom continued, then ceased abruptly. Whitman & Barnes and Detroit Twist Drill were not to escape the aftermath of the war. Great issues of economic survival forced momentous decisions. Whitman & Barnes sold its West Pullman and St. Catharines factories to J. H. Williams & Co., and ceased altogether the drop-forging and drop-forged-tool business.

The Akron—Detroit Merger of 1926:

A. D. Armitage, President of Whitman & Barnes since 1918, left the company in 1922, to become Vice-President of J. H. Williams & Co., of which he later became President. He was succeeded as President of Whitman & Barnes by William H. Eager, who had been Treasurer since 1908, Vice-President since 1918. The post-World War I state of affairs was difficult. The old plant in Akron, originally constructed to produce agricultural knives and related products, proved largely

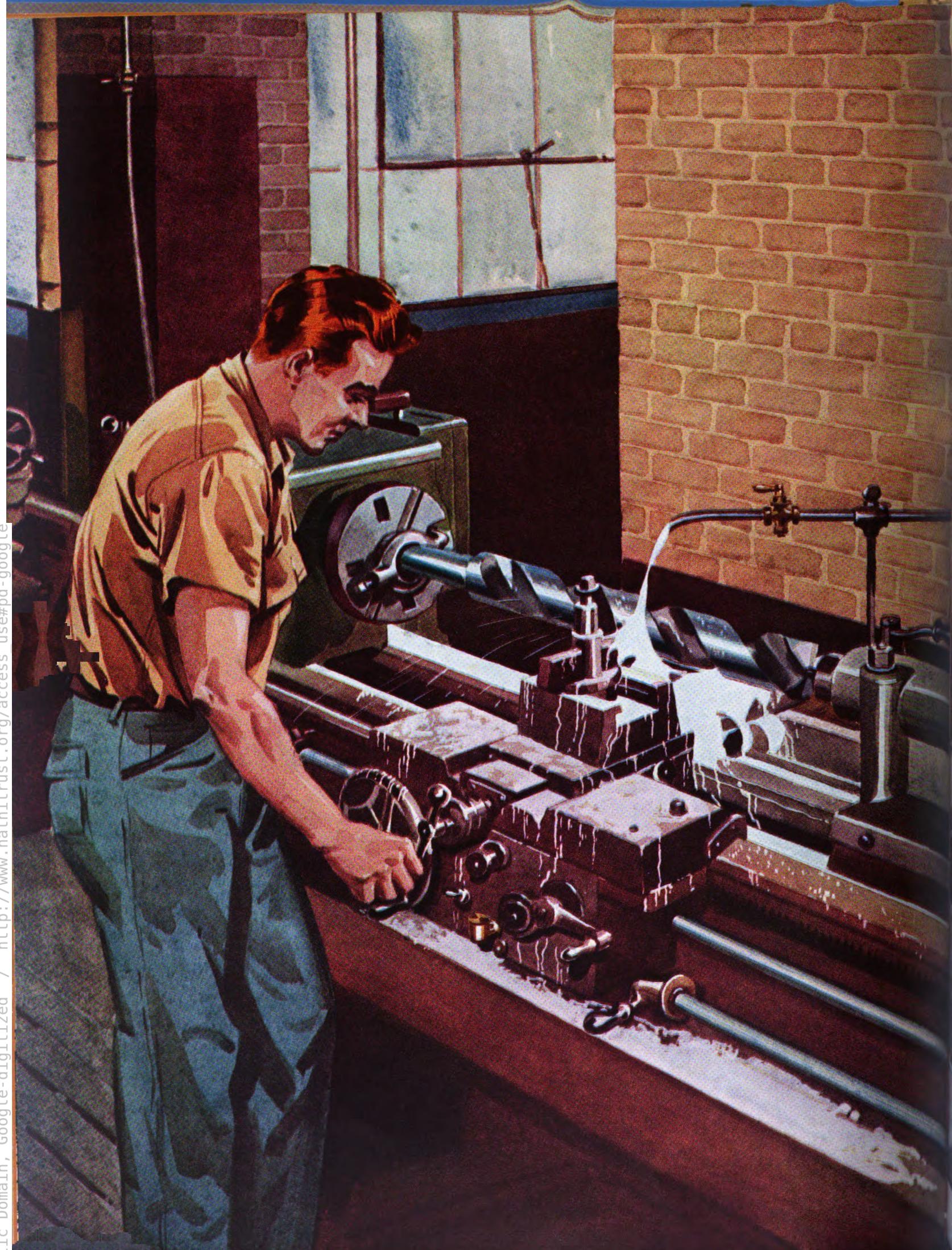


Automatic Flash Welder.

unsuitable for the manufacture of twist drills and reamers which, by now, had become the company's principal products. Muir B. Snow at Detroit found his company's plants more than adequate to accommodate its post-war business. Mr. Eager and Mr. Snow consulted together and in 1926 the two companies combined, concentrating all operations in the Detroit factory. The resulting company, the Whitman & Barnes of today, came into being.

The old works at Akron, a landmark for fifty-seven years, were sold to provide a site for Akron's new railroad depot—for which, incidentally, the people of Akron are still patiently waiting. With the demolition of the Akron factory of Whitman & Barnes, the old home of one of the beloved pioneer industries of Ohio, in the "City on Top of the Hills," vanished forever. Of this event the Akron Beacon Journal reported, "to the old-timers there is a heart throb in every blow of the hammer."

Scarcely had the Akron-Detroit consolidation been completed, and operations concentrated in the Detroit factory, when the depression of the early 1930's fell upon the land. Disaster stalked the company—but the vitality which had kept the business alive for almost seventy-five years was unconquerable. In 1933 the solution was found, and survival assured, through still another merger—this time with The Latrobe Tool Company, a relatively smaller manufacturer, founded in 1913. The consolidation brought new men,







new money, new ideas, and greater vigor. Clarence Avildsen of Chicago, became Chairman of the Board, M. J. Kearins, President. W. B. Fetner of the Latrobe company took over operation of the Detroit plant. Whitman & Barnes was rehabilitated in its own quarters at Detroit, Latrobe ultimately with its own factory in Chicago. The business quickly revived and, by 1936, was booming again.

World War II:

In 1939, three weeks before the outbreak of World War II, M. J. Kearins succeeded Clarence Avildsen as chief executive. By June of 1940 Nazi Germany had overrun Norway, Belgium and Holland. Proud France was doomed. The brave and indomitable British had endured the trial of Dunkirk and in their Islands across the narrow English Channel resolutely fought the Battle of Britain. Sensing that the tide of war was stretching its tentacles inexorably toward our shores, President Franklin D. Roosevelt charted an all-out defense program.

Whitman & Barnes took up the task with vigor. The factory operated twenty-four hours a day, six and seven days a week, pouring out a torrent of the tools with which machines of war are made. Now the country marched shoulder to shoulder with embattled

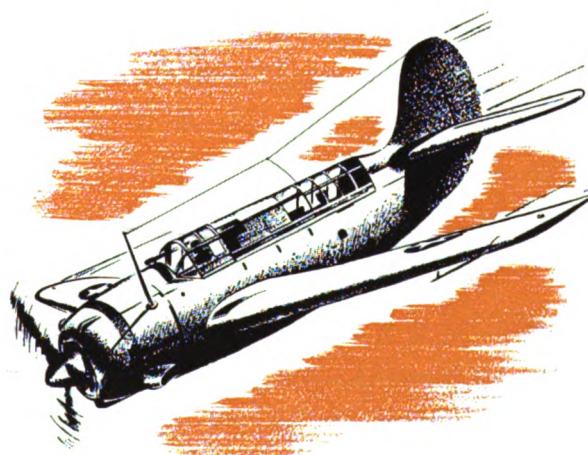


Heat-treating small diameter drills.

Britain and Russia against whom Hitler sent his stukas and his panzer divisions.

When it seemed that human strength could do no more, the Empire of Japan proved that it must. Mounting tension between Japan and the United States finally reached the breaking point and Sunday, December 7, 1941, the "Day of Infamy," dawned on Pearl Harbor with the roar of bombs and the crashing of torpedoes. The global war was on in earnest. The Arsenal of Democracy lashed back at its enemies with incredible fury and the industrial might that is America shook off the early reverses on land and sea. Whitman & Barnes, in the thick of the fight, outdid itself. The output rose, first doubled, then tripled. Repeated Army and Navy Awards for excellent production were earned and conferred.

When the hour of victory finally came, on May 8, 1945, in Europe, on August 14, 1945,



World War II.

in the Pacific, Whitman & Barnes could proudly and rightly rejoice in a job well done.

The Dawn of the Second Century:

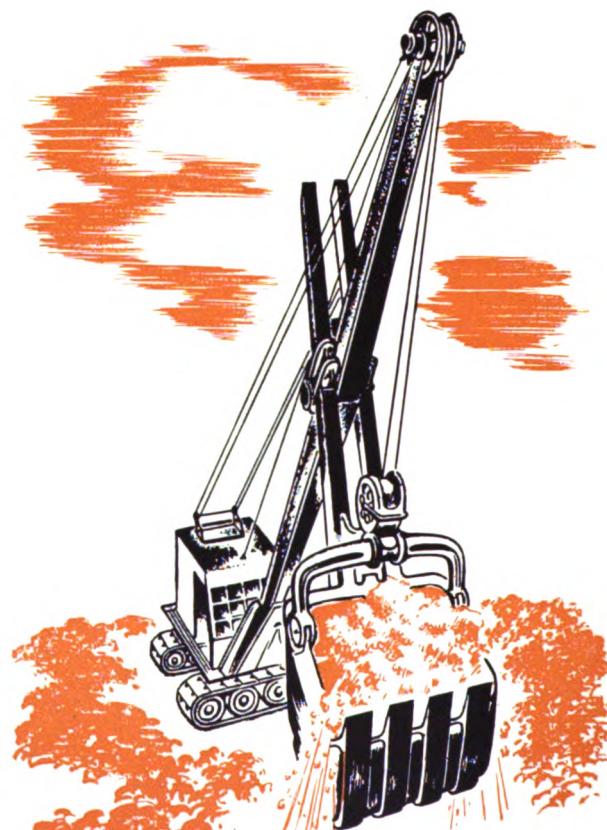
Despite the many dismal predictions of impending industrial collapse to come close on the heels of World War II, the great American economy steadied itself in short order, and accomplished with incredible speed the switch-over from war production to peacetime pursuits. The spare years of the war, in which the luxury-loving Americans were denied their accustomed automobiles, appliances, tires, radios and countless other mechanical servants of everyday life, had simply served to increase the thirst for these things.

At home and everywhere in the world the demand for peacetime goods reached new heights. Because of the war-wrought devastation of much of the industrial establishment in Europe, and the Far East, the post-war demand focused mainly on the United States. In the first two years following the victory, American industry far exceeded all previous peacetime records.

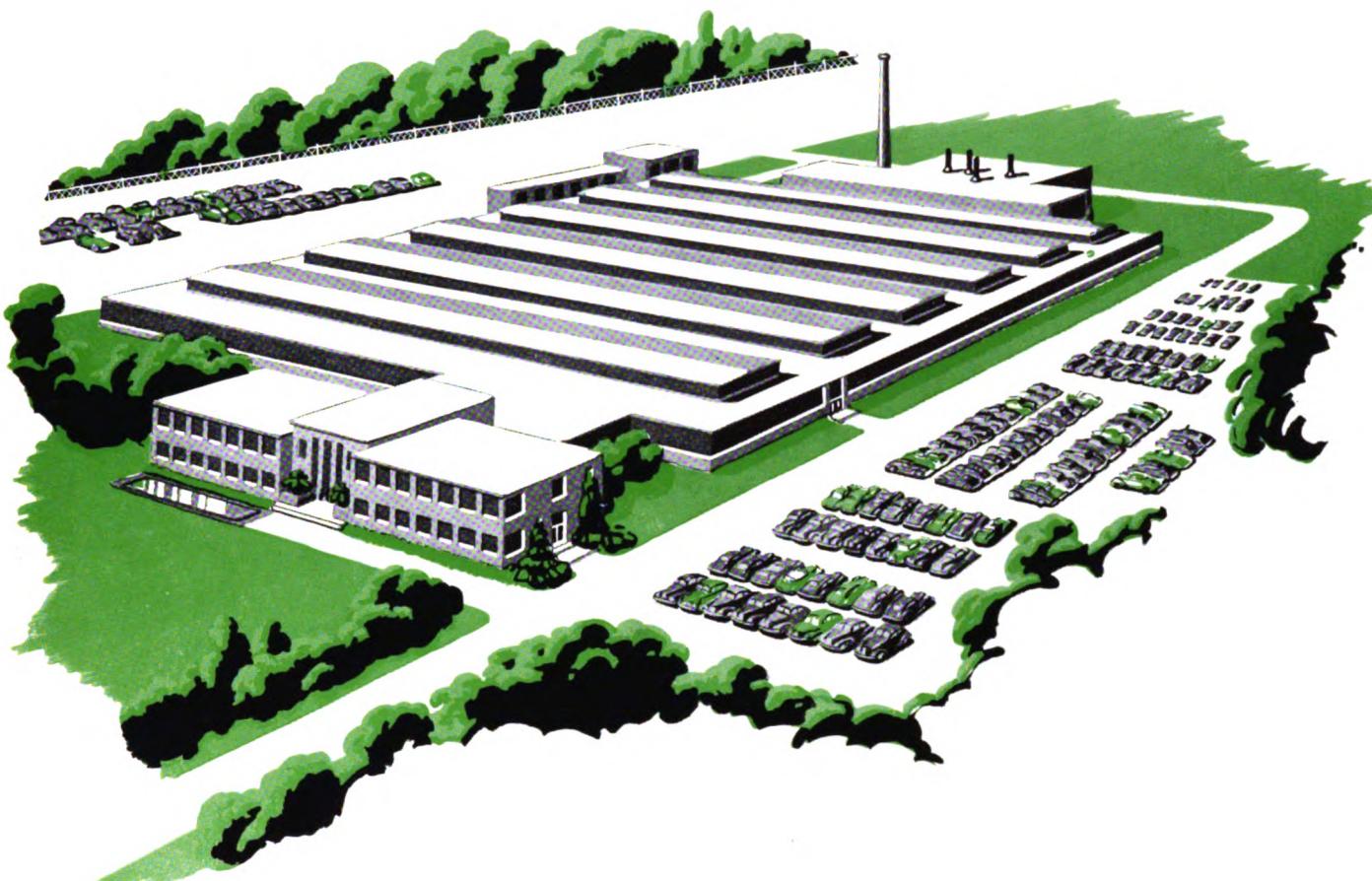
Whitman & Barnes was not to be left behind. Although the great out-pouring of war time tools had far exceeded anything previously undertaken, and notwithstanding surpluses of tools left over from the war, the

company's business reached new peaks, seriously threatening to burst out at the seams the over-crowded and now no longer young plant in Detroit.

Twist drills and reamers, long the principal products, by now had been supplemented by numerous related tools—carbide tipped tools, interchangeable punches and retainers, high precision microscopic size drills as small as .004 inch in diameter. Whitman & Barnes dealers and agents all over the globe assured world-wide distribution of the company's tools. New horizons dawned, new challenges arose and were answered. A great



*Ground is broken for new plant
near Plymouth, Michigan.*

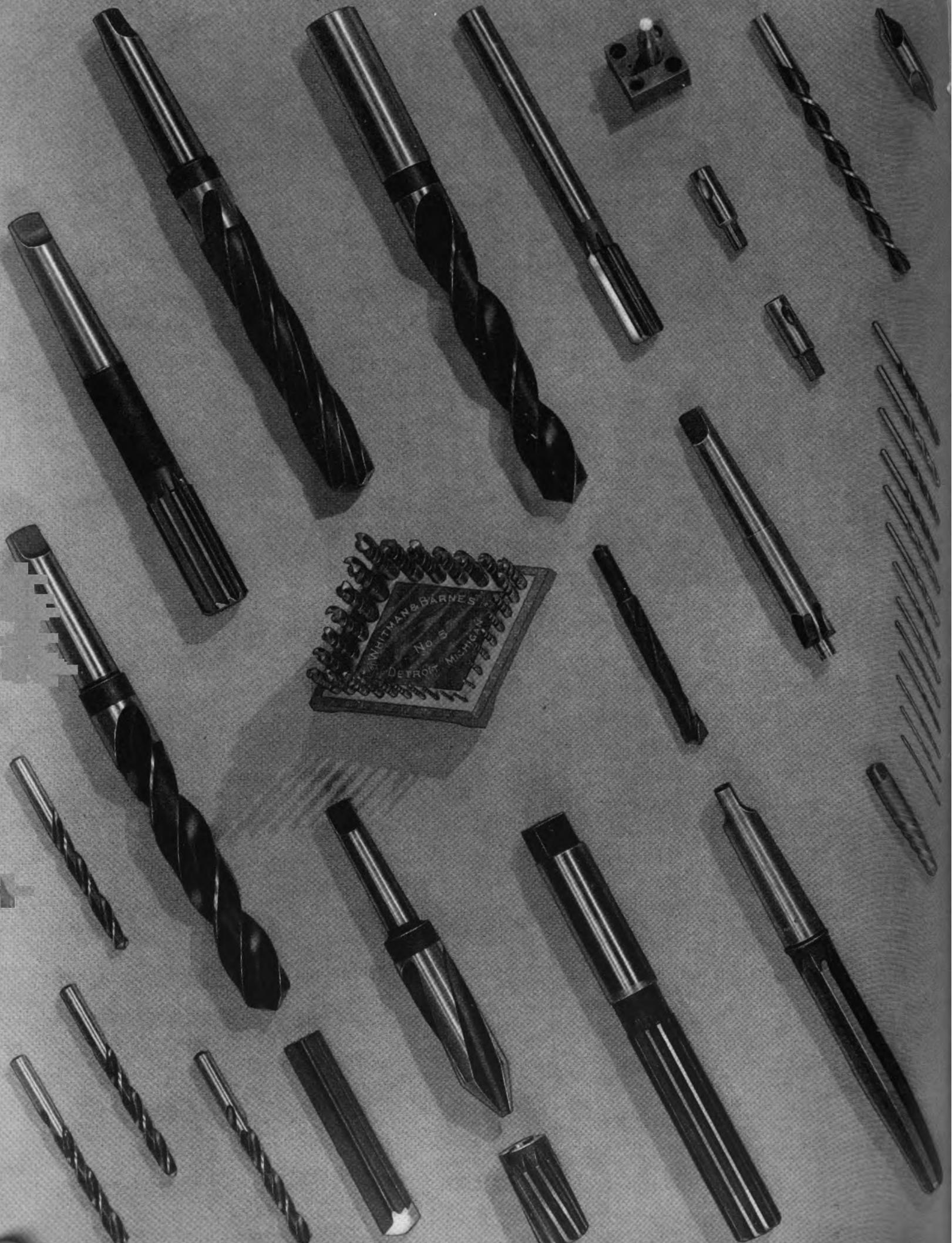


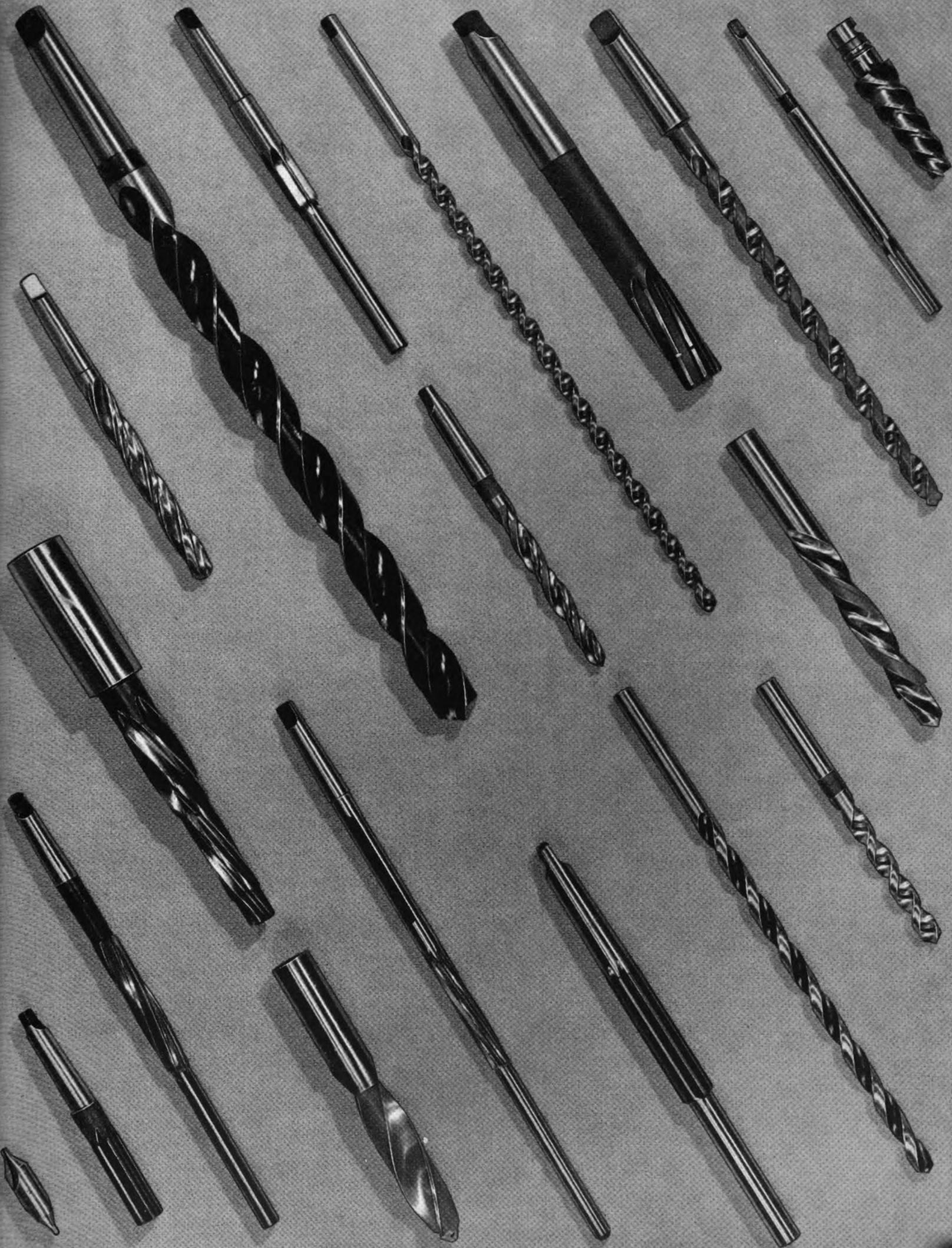
Whitman & Barnes' new modern plant.

and expanding vista beckoned the company on to new and even greater accomplishments.

With a new century at hand, fired with abiding confidence in the future, Whitman & Barnes set out to prepare the way for the years ahead, with a new home. One and one-half miles east of Plymouth, Michigan, nineteen miles west of Detroit, the company acquired a beautiful twenty-six acre site for its new plant. Here, in a new and rapidly growing industrial community, easily accessible by fine highways fanning out in all directions and served by the Chesapeake & Ohio Rail-

way, Whitman & Barnes is now building its new, modern and handsome factory. A quarter of a million square feet of one-floor, streamlined manufacturing facilities, the new plant is a fitting monument to commemorate One Hundred Years of Service. It will stand as an edifice dedicated to an honorable past, inspiring an enduring fidelity to the tradition of Whitman & Barnes: "*the best possible tools made of the best possible materials by the best of skilled tool men, with the finest of precision machines.*"









WHITMAN & BARNES

DIVISION OF UNITED DRILL AND TOOL CORPORATION

WEST FORT STREET AT FOURTEENTH
DETROIT 16, MICHIGAN, U. S. A.



District Sales Offices

NEW YORK • CHICAGO • HOUSTON • LOS ANGELES

UNIVERSITY OF CALIFORNIA LIBRARY

Los Angeles

This book is DUE on the last date stamped below.

JUN 14 1973

JUN 18 - 10 AM

MAR 09 1984

MAR 02 - 2 00 PM

Form L9-32m-8, '57 (C8680s4) 444

Library
Graduate School of Business Administration
University of California
Los Angeles 24, California

UCLA-GSM Library
* HD 9703 U52W5



L 005 058 073

